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Headquarters U.S. Air Force

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AF Operations Analyst (OA) Force Development Initiatives



U.S. AIR FORCE

**Col Roxann Oyler
AF Studies and Analyses Agency
Chief Analyst
MORSS June 2005**



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Discussion Topics

- **Force Development**
- **Challenges**
- **Current Initiatives**
- **Metrics**
- **Request audience input**



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Total Force Development

Right Person ...

Right Place ...

Right Time...

***Deliberate, connected, career-oriented development
for Active Duty, Civilians and Reserve Components***


***Pillars of Force Development are built around desire
to have both military and civilian senior leaders who
are technically competent and who possess
foundations in hard sciences and engineering
disciplines.***

SAF/AQR



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Force Development Train and Prepare

A faded background image showing several military personnel in flight suits, likely in a training or operational environment. One person in the foreground is looking down, while others are visible in the background.

***“All the technology in the world cannot
translate into real warfighting capability
unless we train and prepare warfighters
and analysts.***

***For this reason, we are operationalizing
analysis” – SECAF***



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Force Development Experience

**80% of development is life experiences
on-the-job...you shape leaders by
putting them in real-life situations**



Noel Tichy
Former Head of GE's
Leadership Development
Institute





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Developing Operations Analysts Thru Functional Mgt

Integrated Action Plan Objective:

Enhance USAF planning & execution of full spectrum Warfare using Operations Analysts as force multipliers on the operational team

Warfighting Capability:

Ensure processes, policies, and tools are in place to support quick-turn analysis capability for combat ops

Operational Experience:

Assign analysts to Wing-level, NAFs and COCOMs to prepare and train for contingency situations



Force Development:

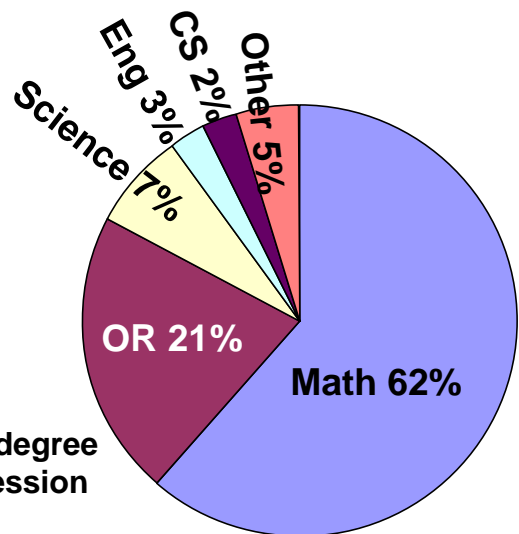
Recruit, train, and develop analysts to support AF operational and warfighting mission requirements



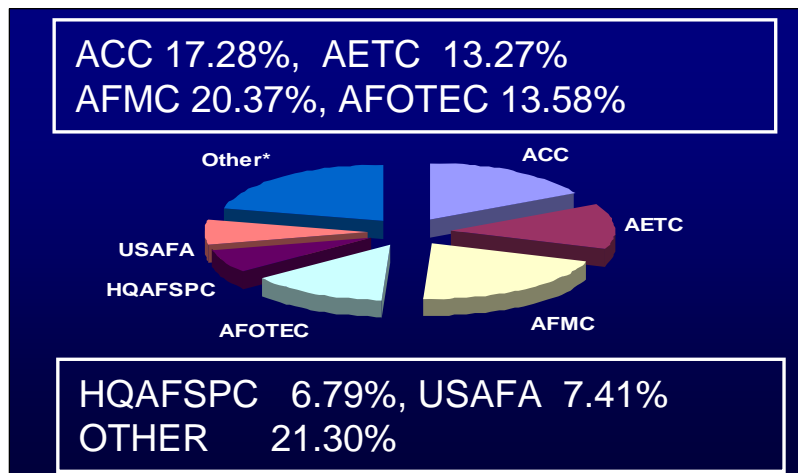
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AF Operations Analysts Career Field Characteristics

- Enter career field with variety of degrees
 - Math, statistics, OR, engineering, science, economics
- Support diverse functions - very limited ops experience
 - Personnel, intel, test & evaluation, logistics, acquisition, planning & programming, operations, etc
- OA career field capabilities not understood
- Lack initial OA technical training



Undergrad degree
mix at accession





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Career Field Mgt Challenges

- **Identifying core OA members**
- **Instilling core identity among OAs**
- **Identifying/tracking OA experience, education & training**
- **Matching position requirements to analyst capabilities**
- **Determining OA functional training requirements**
- **Understanding operators/analysts capabilities**
- **Developing a career development path**
- **Identifying qualified personnel for career broadening**
- **Integrating OAs into operational teams**
- **Overcoming field grade OA manning shortage**
- **Growing requirements**



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Initiatives

- **Developing a training and education plan**
- **Revising Air Force Specialty Code (AFSC) to readily identify core personnel and experiences**
- **Identifying career development opportunities and paths**

**“Analysis is like the live predator feeds...it’s crack...
once senior leadership has tasted a little,
they want more and more frequent”**



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Analyst Education and Training Program

- **Purpose:** Develop ops analysts upon accession, pre-deployment, and throughout careers to provide a full range of analytical capabilities at all levels
- **Background**
 - Need initial training & continuing education/trg to provide standard capability
 - Heavy dependence on OJT and AFIT
- **Concept**
 - Develop modular and flexible training plan for technical and non-technical personnel
 - Analyst 101 & pre-deployment trg initial focus
 - Develop trg depth and breadth as required





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Analyst 101 Topics

- **Purpose:** Develop analytical, operational and general skills/knowledge
 - Analytical Skills: OR tools/techniques, Statistics, Database mining, M & S
 - General skills/knowledge: Effective communication, History of OR, Overview of OR community & career field, Analyst in the AOC/analyst toolkit, Terminology, & Project Mgt
 - Intro to deployment
- Short Term Training Options
 - Use Best of the Best OJT
 - OR FAM (Ops Research Familiarization Course)
 - ALMC ORSA TAC, ORSA MAC
 - N81 on-line intro course
 - Develop Executive level training course
 - *Seeking Suggestions:*



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Career Field Metrics

■ **Current Metrics**

- Promotion rates
- Selection rates for Command
- Selection rates for Development Education

■ **Other Metrics to Consider**

- # of personnel with OA training/education in OA and select jobs
- # of senior leaders with OA training/education/experience
- # of OA trained personnel with an ops tour or deployed exp

■ ***Audience Suggestions***



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Summary

- **Continue proactive functional advocacy for ops analysts**
- **Develop training and education programs**
 - **Entry level**
 - **Deployment**
 - **Continuing**
- **Develop and publicize career planning guidance**
 - **Ops experience critical**
- **SPREAD THE WORD**

- ***Seek audience input/suggestions***



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End of Brief

Questions/Comments



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Operations Research Familiarization (OR FAM) Course

- **Purpose:** Introduce analysis and OR techniques to operators assigned to analytical organizations
- **Background:**
 - Course also used as an intro to AF analysis and a refresher course
 - Course establishes basis for good lines of communication between analysts, operators and decision-makers
 - Syllabus includes: Descriptive, Inferential and Nonparametric Statistics; Regression; Probability; Design of Experiments; Decision Analysis; Modeling/Simulation; Analysis Methods; Queuing Theory
- **Current Status & Way Ahead:**
 - Five-day course offered quarterly at various locations
 - Modify course to better meet objectives for ops & analysts
 - Use as interim Analyst 101 tech training course



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Pre-deployment training

■ Topics

- Operations Analyst's Toolkit**
- Air Power and Joint doctrine fundamentals**
- Links between OA and Air Power (Data Sources)**
- Roles and Responsibilities**

■ Training resources/courses

■ Participation in AF/Joint Exercises as an OA

■ In-residence courses

- AOC FAM (Familiarization) Course – 1 week**
<https://afc2tig.hurlburt.af.mil/505trg/505trs/courses.htm>
- JAOP (Joint Air Operations Planning) Course - 2 weeks**
<http://www.cadre.maxwell.af.mil/warfarestudies/jaop/jaop.htm>
- CWPC (Contingency Wartime Planning) Course - 2 weeks**
<http://www.cadre.maxwell.af.mil/warfarestudies/cwpc>



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Pre-deployment training

■ **Training resources/courses (con't)**

■ **Online courses**

■ **The Air & Space Power Course**

<http://www.apc.maxwell.af.mil>

■ **The Warfighter Planning Course**

<http://www.cadre.maxwell.af.mil/warfarestudies/wpc/start.htm>

■ **The AFFOR Staff Training Course**

<http://www.affor.maxwell.af.mil>

■ **Navy N81 Operations Analysis Course**

<https://ucso1.hq.navy.mil/n81/>